

# CROATIAN COMMUNICATION AGENCIES AND GUERRILLA COMMUNICATION TACTICS

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## *Abstract*

Although it is one of the most propulsive tactics of communication, especially when applied in the digital space, the area of guerrilla tactics of communication is one of the least explored areas of communication, not only in Croatia, but also in the world. Guerrilla marketing is used in the sense of unconventional tactics or tools of communication used in cases when financial resources are limited or non-existent. Today guerrilla communication, because of its virality and targeted reach has been used both by large and small organizations. In this paper is explored the scope and manner of using guerrilla communication by the Croatian agencies for public relations (PR agencies). The research was carried out through a survey distributed via e-mail and content analysis of PR agencies web sites. Given the fact that the guerrilla tactics of communication is scarcely researched field in the Croatian scientific and professional literature, purpose of this study was to determine whether the communicators in the Croatian PR agencies are familiar with the concept of guerrilla tactics of communication, to examine in which extent the Croatian PR agencies provide services of guerrilla tactics of communication, and to determine various reasons for the scarce application of guerrilla communication by the Croatian PR agencies.

## *Keywords*

guerrilla communications, agencies, public relations, marketing, integrated marketing communications

## **1. Introduction**

Guerrilla tactics of communication are today, more than thirty years since the publication of Jay Conrad Levinson's book *Guerrilla Marketing* (1984), least elaborated area of communication /1/. The literature on guerrilla tactics of communication is scarce, opposite to the integrated marketing communications (IMC) that emerged five years after the publication of Levinson's book and today are well-treated in professional and scientific literature. Many authors that wrote about guerrilla marketing or guerrilla communication indicate that fact /2/, /3/. The situation is quite similar with researches regarding usage of guerrilla tactics of communication /4/. Because of that it's easy to get impression that the guerrilla tactics of communication are not used in the marketing or public relations. However, numerous, almost daily examples of guerrilla campaigns (not only those initiated by small companies

or organizations due to scarce financial resources, but also those of large organizations and multinationals) point to a different conclusion. Therefore, the causes of occasional academic research of guerrilla tactics of communication in the world should be looked elsewhere, not in the absence from practice. On the contrary to the Western countries, in Croatia, in addition to occasional academic exploration of this topic, there is also evident poor application of this method of communication in the practice. This paper attempts to answer why this is so.

## **Guerrilla tactics of communication**

Methods of business guerrilla operations began parallel with the publication of the Guevara's book *Guerrilla warfare* (1960) and were used in term of achieving great business results at low costs (Baltes & Leibing) /5/. Guevara describes guerrilla warfare

as a 'method of warfare that builds on raids and ambush attacks' /6/. In the literature, guerrilla marketing is associated with guerrilla (partisan) tactics of warfare. Today there are several definitions of guerrilla marketing. According to Gerd Nufer 'guerrilla marketing designates the selection of atypical and non-dogmatic marketing activities that aim to achieve the greatest possible impact—in the ideal case with a comparable minimum investment' /7/.

Hutter and Hoffmann define the term guerrilla marketing as "an umbrella term for unconventional advertisement campaigns which aim at drawing the attention of a large number of recipients to the advertising message at comparatively little costs by evoking a surprise effect and a diffusion effect. In this way, guerrilla marketing campaigns are highly efficient in terms of the ratio of costs and benefits" /8/. Marie Bergan Hæreid and Solveig Indregård /9/ proposed a similar definition: 'Guerrilla marketing is an alternative, low-cost advertising method that exclusively utilizes unpaid channels by creating an unconventional campaign that causes an unexpected reaction, motivating recipients to distribute the message.' Following these definitions, Nufer separates the characteristics of guerrilla marketing: 'unconventional; surprising; original/creative; cheeky /provocative; cost-efficient / effective; flexible; unusual/atypical; funny/witty; spectacular; contagious.' /10/

Michael Levine /11/ introduced the term guerrilla PR or guerrilla public relations. According to Levin guerrilla PR is "uncouth descendant of the traditional methods," which is based on the idea that he called "Tiffany's theory", and can be explained by the following words: "If you give someone a present, and you give it to them in a Tiffany box, it's likely that they'll believe that the gift has higher perceived value than if you gave it to them in no box or a box of less prestige. That's not because the receiver of the gift is a fool. But instead, because we live in a culture in which we gift wrap everything--our politicians, our corporate heads, our movie and TV stars, and even our toilet paper." /12/. Furthermore, Levine compares marketing and public relations and concludes that "PR is the art, marketing is the science" /13/.

In other words, guerrilla communication campaign serves as a 'decorative' medium for far more successful transfer of the message. Unlike traditional marketing communications that transmit messages

in one step - by advertisement in newspapers, on billboards, on TV or radio advertisements, as well as other promotional activities, successful guerrilla communication is always in two steps - by a single guerrilla communication action and then via further distribution through traditional media, as well as through new, digital media, social networks, sharing content, retelling, or through all above listed channels of communication. Just this second step blurs the line between marketing and public relations, because this method has both characteristics of marketing communications, as well as of public relations. Levine states that "... public relations doesn't reduce itself only on collecting of as much as possible press clippings - this is a promotion. PR is that but also much, much more than that." /14/

Many theorists considered topics regarding relationship between marketing (as promotion) and public relations. Kotler and Mindak /15/ warned on the overlapping of marketing and public relations functions. For many marketing experts, public relations are just one of the tools of marketing communication. PR experts, on the other side, insist on the autonomy of PR from the marketing. Ana Tkalac Verčič /16/ presents five different models for observation of the relationship between marketing and public relations: a) separate, but equal functions, b) equal functions that can partially overlap, c) marketing as a dominant function, d) public relations as a dominant function, e) marketing and public relations as equal functions.

With penetration and strengthening of the integrated marketing communication (IMC) can be expected strengthening of the second model (equal functions that can partially overlap). James E. Grunig and Larissa A. Grunig /17/ also 'advocate integrated marketing communication of advertising and marketing public relations' but 'add that an integrated marketing communication programme should be coordinated through the broader public relations function'. Their research has shown that 'public relations is most excellent when it is strategic and when marketing does not dominate public relations', but they call for further explorations in order to resolve disputes and doubts regarding relationship between marketing and public relations. They encourage further theoretical considerations of how these activities can be successfully integrated in general communication theory. In line

with this thinking, this paper does not insist on strict limits of marketing and public relations, but subsumes all guerrilla methods under the term guerrilla tactics of communication.

Several authors tried to systematize guerrilla tactics of communication. Hutter and Hoffman /18/ proposed a classification of instruments according to effects of guerrilla marketing:

- 1) Surprise effect (ambient marketing and sensation marketing)
- 2) Diffusion effect (viral marketing, buzz marketing and guerrilla PR)
- 3) Low cost effect (ambush marketing).

This classification of guerrilla communication methods was criticized by Bergan Hæreid and Indregård /19/ because they consider that according to the Hutter-Hoffmann classification is unclear what is exact meaning of the term instrument. Furthermore, they warn that it's not clear why some instruments are classified under some effect if every guerrilla marketing instrument must fulfil all three effects and therefore such categorisation doesn't have any purpose. They conclude that it would be more useful to distinguish different types of guerrilla campaigns and guerrilla PR as the effect rather than proposed instruments. Finally, they summarise that Hutter and Hoffmann classification doesn't contribute to the categorization and introduction of order, but causes confusion. According to their categorization they differ:

- 1) Ambient Marketing / Sensation Marketing / Ambush Marketing
- 2) Buzz Marketing
- 3) Viral Marketing
- 4) Guerrilla PR.

Ambient marketing, according to Nufer, is 'a collective term that aggregates all non-classical advertising media. Ambient media are placed and integrated in the direct living environment of consumers—are therefore not perceived as annoying, but rather often seen as likeable and original (e.g. postcards in trendy pubs, shower gel samples in locker rooms of fitness studios). Consumers are taken by surprise with advertising where they don't anticipate it.' /20/.

Hutter and Hoffmann give a different description of ambient marketing. According to them 'ambient marketing is the guerrilla variant of classical outdoor advertising. Advertisements are placed at unusual locations in the direct social environment of the target group.' /21/ Ambient marketing always uses the characteristics of some location and tries to drag location itself into promotion story.

Sensation marketing is typically a one-time promotional activity that involves people as participants of communication and aims 'to surprise and fascinate the consumers and produce an "aha" or a "wow" effect' /22/. This method is often used by non-governmental organizations, but also by companies. Sensation marketing differs from the ambient marketing because surprises passers in public places, and often includes people as actors of marketing. In the case when in action participate a lot of people then it is a subtype of sensation marketing called flash mobs. Flash mobs are based on performances that include attractive dancing, singing or theatrical act in which participates larger number of entrants, usually on public, busy public roads /23/, /24/.

Ambush marketing uses someone else's marketing arena in order to attract attention, but without paying for it /25/. This form of communication can be considered as parasitic marketing /26/ and the most commonly uses large sports events.

Buzz marketing uses buzz agents (influencers) to spread the message /27/. Bergan Hæreid and Indregård claim that 'it could be argued that buzz marketing does not qualify as a guerrilla marketing instrument' or that buzz marketing can be counted as guerrilla tactic only exceptionally and conditionally, only in those situations where the person who is Influencers or disseminator of rumour is not paid for that operation. But, these people are usually celebrities or those who create public opinion, and are generally well paid for such activities and therefore buzz marketing shouldn't be considered as guerrilla tactic /28/.

Viral marketing is similar to spreading of biological viruses, but viral marketing spreads contagious communication messages instead of the pathogens. In viral marketing consumers themselves become spreaders of the infection. The campaign for the movie Blair Witch Project was, according to many

theorists and experts, the best viral marketing campaign of all time. /29/ 'By recommending a product or service to friends or acquaintances, consumers themselves become the advertising vehicles – whereby neither the transmitter nor the receiver of the message perceives the recommendation as advertising. The dissemination of the message can take place offline by word of mouth communication (mouth to mouth propaganda, buzz marketing) or online, virtually "from mouse to mouse"' /30/.

Hutter and Hoffmann describes guerrilla PR as a method of spreading of the message, or as a tool that causes the diffusion effect but not by the interaction from the consumer to the consumer (as according to them makes viral marketing and buzz marketing), but as a kind of auxiliary tool of other guerrilla communication tools /31/. Guerrilla PR makes it via the editorial section of the media, so in that sense guerrilla PR can be considered as subtype of public relations. Guerrilla PR, according to Hutter and Hoffmann, 'markedly improves the guerrilla effect since media reports increase the number of addressees at hardly any financial efforts. Guerrilla PR is very persuasive, because consumers consider press reports more credible than advertisements.' /32/ Given the fact that guerrilla communication always counts on the surprise effect, the communication channel is often chosen according to the principle of 'two steps'. The first step selects the channel that can fully transfer or present the campaign, and the second step is often just dispersion of the message through media, and for this is essential guerrilla PR.

Vit Horky /33/ lists 11 different types of guerrilla communications:

- 1) Astroturfing /34/ - method of concealing of sponsors messages or organization so that it seems that its origin is supported by the community.
- 2) Viral Marketing
- 3) Undercover marketing - a method of promoting products in a way that doesn't look like advertising. The undercover marketing is a subtype of stealth marketing in which marketing agents present themselves as 'ordinary' people and promote products to other people who are not aware that this is marketing. "The Joneses" is movie which depicts the life of a false family whose members are fake 'ordinary people'

who placed different products and services to their neighbours, colleagues and friends.

- 4) Tissue-packing advertising - method of guerrilla communication that originates from Japan, and means usage of packets of tissues for transfer of the ad directly into the hands of consumers. This practice is today widely spread not only in the corporate, but also in the political advertising.
- 5) Wild posting /35/ - method which is described as a legal version of graffiti, and means putting posters on alternative, free or inexpensive sites (scaffolding, etc.) on which they attract a lot of attention. This method is today generally used throughout the world not only as corporate medium of promotion, but also of political entities and celebrities.
- 6) Ambient marketing
- 7) Presence marketing - method similar to the ambient marketing but this method communicates 'the products to the target audience on daily basis in such a way that it raises the recognition continuously.' /36/
- 8) Alternative marketing - a method of provoking publicity with messages that seems to be completely away from an organization that is advertised.
- 9) Experiential Marketing - method that helps consumers to experience the brand by immersing consumer in the product with stimulation of senses as much as possible.
- 10) Presume marketing - method of encouraging people to experience the product. Horky /37/ says that 'the company uses presume marketing for increasing exposure and recognition of the product on public places, as it is very often achieved during festivals, TV shows or by product placement in movies.'
- 11) Ambush marketing.

All proposed classifications of guerrilla tactics of communication are vague and do not serve any purpose. Bergan Hæreid & Indregård correctly conclude that the proposed systematization of Hutter and Hoffmann is pointless. On the other hand, Bergan Hæreid's & Indregård's systematization also doesn't introduce order because their division into three types of guerrilla campaign and guerrilla PR as an effect doesn't drastically differ from Hutter-Hoffman division of guerrilla instruments according to effects. The division according to the types of

guerrilla communication that was suggested by Vit Horky is completely misplaced, because many of the listed forms of communication do not meet the key requirements of guerrilla communications (cheap, surprising and dispersive). For example, undercover marketing, tissue-packing advertising, wild posting, presume and experiential marketing cannot be included in guerrilla communication tactics because they are not cheap, surprising or dispersive.

Analysis of guerrilla tactics of communication logically leads to the following division:

- 1) Visual tactics – ambient, sensation, presence and ambush marketing
- 2) Verbal tactics – guerrilla PR
- 3) Both visual and verbal tactics – astroturfing, buzz and viral marketing.

Although for each form of guerrilla communication dispersion of messages that often involves (re)telling of observed guerrilla actions is very important, for ambient, sensation, presence and ambush marketing a visual medium of communication is dominant. Guerrilla PR is often treated as an auxiliary method, or second step in dispersion of guerrilla message, but the fact is that some guerrilla actions are implemented exclusively as a guerrilla PR, or as a placement of guerrilla stories in the media. This implies that the dominant medium for the transmission of that message is verbal one. The last category is hybrid method that both and equally uses visual and verbal communication. This three category division of guerrilla tactics of communication can be applied both to all on-line as well as to off-line forms of communication.

## 2. Research methodology

Purpose of this study was to determine whether the communicators in the Croatian PR agencies are

familiar with the concept of guerrilla communications, to examine in which extent Croatian PR agencies provide guerrilla services, and to determine why Croatian PR agencies do not use more guerrilla communication tactics.

The survey was conducted in the period from September 6<sup>th</sup> 2016 till 10<sup>th</sup> February 2017. Research was conducted through the content analysis of official websites of 61 Croatian communication agencies (57 from a list of agencies whose employees are members of the Croatian Association for Public Affairs (HUOJ), available at [www.huoj.hr](http://www.huoj.hr) and an additional four: Media Net, Degordian, Rijetka Biljka and PR365) and through a questionnaire submitted to all agencies by e-mail. Of the 50 planned response (number of sent questionnaires) 27 is realized (the number of completed questionnaires). Elements of descriptive statistics were applied for data processing.

According to HUOJ's information on day 8<sup>th</sup> February 2017 the association had 499 members - communicators in different categories of membership (regular, associate or honorary member). Of these, 418 were full members and 81 were associates. Of the 418 regular members 120 members were identified as employees of PR agencies.

## 3. Results

Table 1. and 2. present basic information about the content analysis of web pages of analysed agencies (the number of employees, headquarters and web sites). Tables also show do agencies offer guerrilla communication services on their web pages. In Table 1. are agencies that didn't fulfilled questionnaire, in Table 2. are agencies that fulfilled questionnaire.

Table 1. Analysed communication agencies that didn't fulfilled questionnaire

Agency	Web	Employees	Headquarter	Guerrilla services	Questionnaire implemented
MORENA	No	/	Osijek	No	No
AIS-MARK	No	/	Pula	No	No
Akter Public	<a href="http://www.akterpublic.hr/hr/naslovna/">http://www.akterpublic.hr/hr/naslovna/</a>	/	Zagreb	Yes	No
ALPHEUS	<a href="http://www.alpheus.hr/">http://www.alpheus.hr/</a>	/	Zagreb	No	No
Archidux	<a href="http://archidux.hr/">http://archidux.hr/</a>	/	Zagreb	No	No
Boje komunikacije	<a href="http://www.boje-komunikacije.hr/">http://www.boje-komunikacije.hr/</a>	/	Samobor	No	No
Ciceron komunikacije	<a href="http://ciceron.hr/">http://ciceron.hr/</a>	2	Zagreb	No	No
Colloco	<a href="http://colloco-marketing.hr/#kon">http://colloco-marketing.hr/#kon</a>	/	Bjelovar	No	No
Dillen Associates	<a href="http://www.dillenassociates.com/about/">http://www.dillenassociates.com/about/</a>	/	San Francisco	No	No
Dubrovnik PartneR	<a href="http://www.dubrovnikpr.com/">http://www.dubrovnikpr.com/</a>	/	Dubrovnik	No	No
ELEMENTA komunikacije	<a href="http://www.elementa-komunikacije.hr/">http://www.elementa-komunikacije.hr/</a>	/	Slavonski Brod	No	No
IPSOS PULS	<a href="http://www.ipsosadria.com/">http://www.ipsosadria.com/</a>	/	Zagreb	No	No
Jupiter strateško savjetovanje	No	/	Zagreb	No	No
Kanapejić komunikacije	<a href="http://kanapejic.com/#onama">http://kanapejic.com/#onama</a>	2	Osijek	No	No
Komunikacijski ured Colić, Laco i partneri	<a href="https://www.commoffice.eu/home">https://www.commoffice.eu/home</a>	7	Zagreb	No	No
LAURUSDAN	<a href="http://www.laurusdan.hr/">http://www.laurusdan.hr/</a>	1	Zagreb	No	No
Manufaktura	<a href="http://manufaktura.com.hr/">http://manufaktura.com.hr/</a>	5	Split	No	No
Millenium promocija	<a href="http://www.mpr.hr/hrvatski/naslovnica_1/">http://www.mpr.hr/hrvatski/naslovnica_1/</a>	/	Zagreb	No	No
Paradigma – integrirane komunikacije	No	/	Zagreb	No	No
Practical	No	1	Zagreb	No	No
Priredba Studio	<a href="http://priredba.hr/">http://priredba.hr/</a>	/	Zagreb	No	No
Proximity Zagreb	<a href="http://proximity.hr/">http://proximity.hr/</a>	15	Zagreb	No	No
Premium Image	<a href="http://premium-image.hr/">http://premium-image.hr/</a>	/	Zagreb	No	No
Real grupa	<a href="http://www.realgrupa.com/">http://www.realgrupa.com/</a>	/	Zagreb	No	No
Select PR /BET	No	/	Zagreb	No	No
Studio Conex	<a href="http://www.studioconex.hr/home">http://www.studioconex.hr/home</a>	6	Zagreb/Rijeka	No	No
Sve 5	<a href="http://svepet.hr/">http://svepet.hr/</a>	3	Zagreb	No	No
Teneo	No	/	/	No	No
Tri i d.o.o.	<a href="http://www.creatriivity.eu/">http://www.creatriivity.eu/</a>	2	Punat na Krku	No	No
Ugled PR 1	No	/	Zagreb	No	No
Unex grupa	<a href="http://www.unex.hr/hr/naslovnica/">http://www.unex.hr/hr/naslovnica/</a>	85	Zagreb	No	No
Vajt.	No	/	Split	No	No
VETTURELLI	<a href="https://www.vetturelli.com/">https://www.vetturelli.com/</a>	/	Zagreb	No	No
XOXO	<a href="http://www.xoxo.hr/">http://www.xoxo.hr/</a>	/	Zagreb	No	No

Source: own research 2016/2017.

Table 2. Communication agencies that fulfilled questionnaire

Agency	Web	Employees	Headquarter	Guerrilla services	Questionnaire implemented
404	<a href="http://www.404.agency/">www.404.agency/</a>	/	Zagreb	No	Yes
Abeceda komunikacije	<a href="http://abeceda-komunikacije.hr/">http://abeceda-komunikacije.hr/</a>	/	Zagreb	No	Yes
ALERT	<a href="http://www.alert.hr/hr/">http://www.alert.hr/hr/</a>	/	Zagreb	No	Yes
Alphera	<a href="http://ppilat.wixsite.com/alphera-nova">http://ppilat.wixsite.com/alphera-nova</a>	3	Pula	No	Yes
Apriori World	<a href="http://www.aprioriworld.com/hr/">http://www.aprioriworld.com/hr/</a>	/	Zagreb	No	Yes
Briefing Komunikacije	<a href="http://www.briefing.hr/">http://www.briefing.hr/</a>	/	Zagreb	No	Yes
Crveni ruž	<a href="http://i16367.wixsite.com/crveni-ruz/about">http://i16367.wixsite.com/crveni-ruz/about</a>	2	Zagreb	No	Yes
Dialog komunikacije	<a href="http://www.dialog-komunikacije.hr/hr/o-nama/">http://www.dialog-komunikacije.hr/hr/o-nama/</a>	/	Zagreb	No	Yes
Hauska & Partner	<a href="http://www.hauska.com/about-us/croatia/">http://www.hauska.com/about-us/croatia/</a>	10	Zagreb	No	Yes
IDI VIDI	<a href="http://www.idividi.hr/">http://www.idividi.hr/</a>	2	Velika Gorica	No	Yes
INTEGRALNI MARKETING I KOMUNIKACIJE	<a href="http://www.imc-agencija.hr/hr/">http://www.imc-agencija.hr/hr/</a>	10	Zagreb	No	Yes
K&K Publico	<a href="http://www.publico.hr/">http://www.publico.hr/</a>	/	Zagreb	No	Yes
Komunikacijski laboratorij	<a href="http://komunikacijskilaboratorij.com/">http://komunikacijskilaboratorij.com/</a>	/	Zagreb	No	Yes
Kreator obrt	No	/	Šibenik	No	Yes
Libra	<a href="http://libra.com.hr/">http://libra.com.hr/</a>	4	Rijeka	No	Yes
Madison Consulting	<a href="https://www.madison.hr/">https://www.madison.hr/</a>	9	Zagreb	No	Yes
Maksima komunikacije	No	/	Zagreb	No	Yes
Manjgura	<a href="http://manjgura.hr/">http://manjgura.hr/</a>	6	Zagreb	No	Yes
Media Val	<a href="http://www.media-val.hr/">http://www.media-val.hr/</a>	10	Zagreb	No	Yes
Pragma komunikacije	<a href="http://pragma.hr/">http://pragma.hr/</a>	6	Zagreb	No	Yes
Prorsus komunikacije	<a href="http://www.prorsus.hr/">http://www.prorsus.hr/</a>	3	Poljanica Bistranska	No	Yes
Quadrans	<a href="http://www.quadrans.hr/">http://www.quadrans.hr/</a>	2	Zagreb	No	Yes
Tridea	<a href="http://tridea.hr/">http://tridea.hr/</a>	3	Zagreb	No	Yes
Media Net	<a href="http://medianet.hr/hr/o-nama">http://medianet.hr/hr/o-nama</a>	/	Zagreb	No	Yes
Degordian	<a href="http://www.degordian.com/">http://www.degordian.com/</a>	10 6	Zagreb	No	Yes
Rijetka biljka	<a href="http://www.rijetka-biljka.com/">http://www.rijetka-biljka.com/</a>	/	Zagreb	No	Yes
PR365 Studio	<a href="http://www.pr365.hr/">http://www.pr365.hr/</a>	4	Zagreb	No	Yes

Source: own research 2016/2017.

From the content analysis of the services provided by agencies on the list, it is clear that in most cases analysed communication agencies are agencies for

public relations in the narrow sense of the word, few agencies are advertising agencies, but some of them are full service agencies that provide all communication services (marketing communications, public relations and media buying).

Table 1. shows that only one agency offers guerrilla services - Akter Public that didn't respond to the survey. Akter Public offers "Designing guerrilla and viral advertising" /38/ on the list of their services, under the link Creative. Other agencies on their web sites do not offer services of guerrilla communications. Most agencies on their website does not provide information about the number of employees. The largest agency is Degordian (106 employees), and the smallest one is Laurusdan (one employed person) according to available information from the web.

Of the 27 agencies that fulfilled the questionnaire, most of them are from Zagreb (a total of 22 agencies) and one from Pula (Alpher), Velika Gorica (GO SEE), Šibenik (Creator Crafts), Rijeka (Libra) and Poljanica Bistranska (Prorsus). All agencies (100%) responded that they are acquainted with the concept of guerrilla communications. Of these, 70% (19) responded to provide guerrilla tactics of communication to their clients.

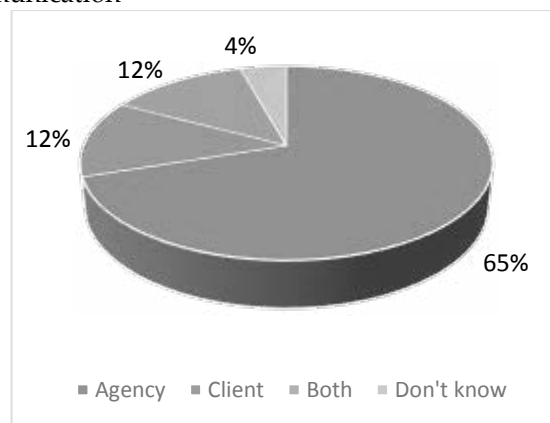
When asked *How long your agency offers services of guerrilla communication tactics to clients*, two agencies (10.3%) responded that agency provide this service for 20 years or more, six of them offer guerrilla communications between ten and 20 years (31.5%), five (26.3%) agencies provide these services between five and ten years, and six agencies (31.5%) do that between one and five years.

Furthermore, respondents marked the extent to which, according to their own estimation, their customers are acquainted with guerrilla tactics of communication on the scale of 10 degrees (1- no, 10 - Maximum). Of the 24 agencies that responded to this question, two (8.3%) believe that clients are informed on grade 2, seven (29.1%) agencies grade client's knowledge with 3, five (20.8%) agencies grade it 4, five (20.8%) agencies grade it 5, three (12.5%) agencies grade it 6, two (8.3%) agencies

grade it 8 and one (4.1%) agency believes that clients are informed about guerrilla communications with grade 9. It is obvious that the majority of agencies, as many as 19 of them (79.1%) believe that clients are informed about guerrilla tactics of communication below the average.

The majority of respondents (65.3%) believe that agencies are initiators of guerrilla communication projects, while three of them (11.5%) believe that it is initiative of clients. Three (11.5%) of respondents believe that both: clients and agencies are equally initiators of guerrilla communication projects, and one (3.8%) did not answer this question (Chart 1).

Chart 1. The initiators of the guerrilla tactics of communication



Source: own research 2016/2017.

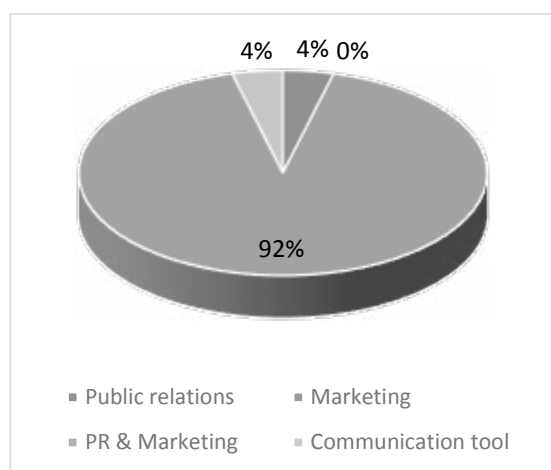
Seven agencies (28%) of 25 agencies that responded to the question *How do you assess the usage of this form of communication related to usage of other communication tools in percentages (from 1% minimum to 100% maximum)*, has estimated that the guerrilla communications are used between 1 and 10 percent, nine agencies (36%) estimated to be used between 11 and 20 percent, three (12%) believe that agencies are using guerrilla between 21 and 30 percent, and five of them (20%) trust that guerrilla has been used between 31 and 50 percent. Neither agency consider that guerrilla communications is used predominantly (more than 50%) compared to other communication tools. One agency (4%) can't estimate how much is this form of communication used in the agency business.

Even 23 of 25 agencies (92%) agencies believe that the guerrilla tactics of communication are tools that have either characteristic of marketing and also of public relations, one agency (4%), considers guerrilla communication as a tool of public relations,



and one agency (4%) believes that this is communication tool without defining any affiliation to marketing, or to public relations. It is clear from the responses that none agency considers guerrilla communication as marketing tool (Chart 2).

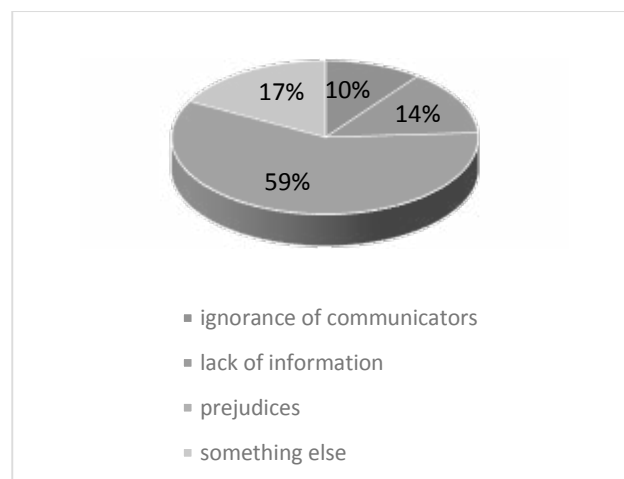
Chart 2.: Definition of guerrilla communication tactics



Source: own research 2016/2017

Three (10.3%) agencies believe that the reason why the guerrilla communications are not used more in agency business is communicator's ignorance, four (13.7%) agencies indicated lack of information among clients as a cause, and even 17 (58.6%) agencies believe that the reason is prejudice against unconventional tactics of communication. Five (17.2%) agencies cited following under the other reasons: fear of law commitment or lack of knowledge regarding public area regulations; fear of un-standard performance; agencies prefer conventional tactics; clients are seldom dare to use guerrilla campaigns because of their non-standard solutions and because clients more incline to "safer" and more usual communication tools which can be controlled; and, finally, inability of fully control of the flow and outcome of guerrilla campaigns (Chart 3).

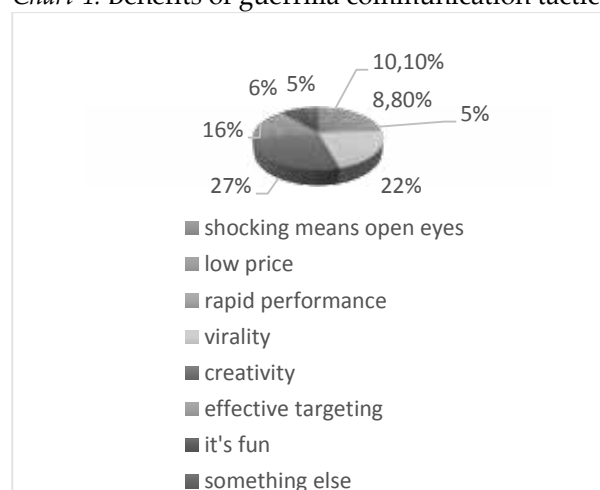
Chart 3. Causes of feeble usage of guerrilla communication tactics



Source: own research 2016/2017.

When asked about the advantages of guerrilla communication tactics, eight agencies (10.1%), believe that the main advantage is 'to shock somebody means to open his eyes'; seven agencies (8.8%) see advantage in low price; for four agencies (5%) advantage is rapid performance; 17 agencies (21.5%) prefer virality of guerrilla communications; 21 agencies (26.5%) prefer creativity; 13 agencies (16.4%) mark effective targeting as a main advantage; five agencies (6.3%) consider guerrilla communication as fun and humorous, and four agencies (5%) emphasise other benefits such as: cheap and effective; to surprise someone and to establish personal interaction means to leave lasting impression; highlighting the competition and building the brand image; and finally the uniqueness and originality of guerrilla communications (Chart 4).

Chart 4. Benefits of guerrilla communication tactics



Source: own research 2016/2017.

Twenty-one agencies responded on question which guerrilla tactics they used in communication for clients. Ten agencies (47.6%) used Ambient / Sensation / Ambush tactics; buzz tactics were used by four agencies (19%); viral tactics used 12 of them (57.1%), and 12 agencies (57.1%) used guerrilla PR. Only one agency (4.7%) claimed to use other guerrilla tactics, but didn't specified which ones.

In 2010 Megan Wanner conducted a survey regarding opinions of experts from advertising agencies on the effectiveness of guerrilla advertising /39/, especially whether is guerrilla advertising an effective alternative to traditional advertising; what type of client is guerrilla advertising most effective for and what benefits does guerrilla advertising have for its campaigners. She found out that, according to the opinion of experts from advertising agencies, guerrilla advertising is ideal for small, non-recognized company with limited financial resources since the guerrilla campaign focuses on creativity at a modest price, but it is not an alternative to traditional advertising. Surveyed marketers identified the main benefit of guerrilla advertising in building brand awareness. Although the catastrophic errors in guerrilla advertising are extremely rare, clients are concerned that such a campaign will fail 'due to misinterpretation, confusion, or inappropriateness of the placement of the message. Because of this concern, many clients are unwilling to take the risk of campaigning in this manner even though the benefits are substantial.' /40/ Wanner also emphasise that 'guerrilla marketing campaigns are not only beneficial to the client and brand, but to the agency itself. Agencies can take credit for successful guerrilla campaigns, priding themselves on the creativity that is exerted for each of these endeavours. Successful campaigns give their agency creative credibility that traditional advertising does not, becoming just as much of a success story for the agency as it is for the client and brand.' /41/ The results of Wanner's study can be compared with the research conducted on Croatian PR agencies. In fact, almost 59% of the surveyed Croatian PR agencies detected prejudice as a main reason for feeble usage of guerrilla tactics of communication. Agencies also detected fear of the results of the implementation of non-standard communication solutions that cannot be completely controlled in terms of the course and outcome of communication project as an important reason for feeble usage of guerrilla tactics of communication.

#### 4. Conclusion

This research showed that the communicators in the Croatian PR agencies are acquainted with the concept of guerrilla communications. The answers show that 73% of the surveyed agencies provide services of guerrilla tactics of communication, but content analysis of agencies' websites doesn't confirm such statements because only one agency on its web site offers services of guerrilla tactics of communication. Agencies that responded to the survey claim that they mostly used viral tactics and guerrilla PR, and at least the buzz tactics. The last goal of the research was to determine which is the reason for the feeble application of guerrilla communications by the Croatian PR agencies. For the most of the surveyed agencies (59 percent) it is prejudice against unconventional communication tactics, and then the fear of inability to control the process and outcome of guerrilla campaigns which is quite similar to the results of research at advertising agencies conducted by Megan Wanner.

Ana Antolić has graduated on the thesis "Analysis of the perception of students of economy on the application of guerrilla marketing in Croatia" in the beginning of 2017. Her research has been done through an eighteen question survey that was conducted on a sample of 100 students of economics in Croatia. The results of the survey showed that 19% of students of economics haven't met with guerrilla marketing on any course, and only 21% of respondents were fully familiar with the term "guerrilla marketing". Majority of students was introduced to guerrilla marketing in one of the courses, but it was done randomly and occasionally, not deliberately and intentionally. It also showed that students of economics know more about the theoretical part of guerrilla marketing than the practical. This conclusion was based on the fact that most students were not familiar with selected examples of guerrilla marketing campaigns. Because of these results Ana Antolić recommended inclusion of a greater number of case studies concerning guerrilla marketing campaigns in the university courses themselves. It is also significant that at all Croatian universities on studies of marketing and public relations there is only one, elective course on guerrilla tactics of communication /42/, which indicates and confirms the academic invisibility of guerrilla communication. Bearing in mind the results of Ana Antolić's re-

search and the fact that the guerrilla communications are taught as an independent, elective course at only one university in Croatia, it is evident that bias against guerrilla communications is also followed with ignorance of this form of communication. The reasons for this situation are numerous, but the most important are pragmatic, practical and financial ones. Guerrilla communication is among the cheap communication methods, and interest of communicators, especially in agencies, is to make profits. Preferably to make profit with the least possible efforts, and the guerrilla communication tactics are not practical methods for achieving this goal.

From the content analysis of the agencies' web pages is visible that no agency in Croatia is specialized for guerrilla tactics of communication. The reasons can be found in the fact that Croatian market is too small to allow such specialization, insufficient knowledge about the concept of guerrilla communications, but also because guerrilla tactics of communication have bad reputation as an unconventional and inexpensive method of communication. It is interesting that 92% of the surveyed agencies (23 of 25) consider guerrilla tactics as communication tools that have characteristics of marketing but also of public relations.

In times to come guerrilla tactics of communication will have an increasing role because of the growth of importance and role of digital communication that is their 'natural habitat', but also because of the growth of importance of integrated communications that are "natural ally" of guerrilla communications. Guerrilla communications, namely, encourages the integration of communication tools (both cognitive, and emotional ones) in order to achieve synergy effects, but also try to achieve the integration of targeted public in communication activities of organizations. Having on mind the above mentioned, it would be interesting to scientifically research the role and importance of digital communication on guerrilla communications and the role of guerrilla communications on integrated communications.

Finally, although it is one of the most propulsive communication tactics, especially when it is applied in the digital space, this study also showed that the area of guerrilla communications is one of the least researched areas of communication, not only in

Croatia, but also in the world and, subsequently, additional research of this intriguing form of communication is needed.

#### Notes

- /1/ In Croatia have been published only two books: Jay Conrad Levinson's *Guerrilla Marketing* published by Algoritam in 2008 and Michael Levine's *Guerrilla P.R. 2.0* published by Profil in 2002. In addition to these books Selma Prodanovic published an article "Instruments guerrilla marketing" in the professional journal *Marketing*. UP 2004.
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- /33/ Horky, V. (2009). Types of guerrilla marketing. <http://www.guerrillaonline.com/cs/Guerrilla-Marketing-types-65.htm> (visited 4th October 2016)
- /34/ „The act of creating a small organization and making it appear to represent something popular for the purpose of promoting a particular entity, cause, etc. (a play on grassroots in the sense of a popular movement originating among the common people, ultimately from AstroTurf, a brand of artificial grass)“ (<http://www.urbandictionary.com/define.php?term=astroturfing> visited 7th February 2017)
- /35/ “Wild Posting advertising is an inexpensive form of advertising with high degree of gained exposure when postings are placed in large number on several places in order to attract maximum attention. Posters are often adhered to construction site barricades, building facades, in alleyways, and on assorted buildings.” (<http://www.guerrillaonline.com/cs/Wild-posting-70.htm> visited on 7th February 2017)
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- /40/ Ibidem
- /41/ Ibidem
- /42/ On the fourth semester of the specialist graduate study Managing Business Communication at VERN' University (<http://www.vern.hr/studij/diplomski/upk-sadrzaji-studija> )

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## HRVATSKE KOMUNIKACIJSKE AGENCIJE I GERILSKE TAKTIKE KOMUNICIRANJA

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### *Sažetak*

Iako se radi o jednoj od najpropulzivnijih taktika komuniciranja, posebice kada se primjenjuje u digitalnom prostoru, područje gerilskog komuniciranja jedno je od najmanje istraženih područja komuniciranja, ne samo u Hrvatskoj, već i u svijetu. *Gerila marketing* se upotrebljava u značenju nekonvencionalnih taktika ili alata komuniciranja koji se koriste u slučaju kada su financijski resursi ograničeni ili nepostojeći. Danas gerilsku komunikaciju zbog njene viralnosti i ciljanog dosega koriste i velike i male organizacije. Ovaj rad istražuje opseg i način korištenja gerilskih taktika komuniciranja od strane hrvatskih agencija za odnose s javnošću. Istraživanje je provedeno pomoću ankete distribuirane putem elektroničke pošte te analizom sadržaja web stranica agencija za odnose s javnošću. S obzirom na činjenicu da su gerilske taktike komuniciranja slabo istraženo područje u hrvatskoj znanstvenoj i stručnoj literaturi svrha rada bila je utvrditi jesu li komunikatori u hrvatskim agencijama za odnose s javnošću upoznati s konceptom gerilskih komunikacija, ispitati u kojoj mjeri hrvatske agencije za odnose s javnošću pružaju usluge gerilskih taktika komunikacije, te utvrditi razloge slabe primjene gerilske komunikacije od strane hrvatskih agencija za odnose s javnošću.

### *Ključne riječi*

gerilsko komuniciranje, agencije, odnosi s javnošću, marketing, integrirane marketinške komunikacije